

IMA NEWSLINE



INSIDE THIS ISSUE:

<i>Director's Message</i>	2
<i>Airfield Operations</i>	4
<i>EEO Evaluations</i>	5
<i>Automation Update</i>	5
<i>Success Stories</i>	6
<i>O&O Update</i>	7

Points of interest:

- Common Levels of Support (CLS) on the move!
- Camp Red Cloud saves \$600,000 on installation projects
- Fort Monmouth saves over \$200K annually with an innovative contract.

IMA LEADERSHIP OFF-SITE HELD AT FORT MONMOUTH

The IMA Headquarters Division Staff along with the Agency's Region Directors and Command Sergeants Major met February 25-27 at Fort Monmouth, NJ, under the leadership of the Director and Deputy Director of IMA. The conference was opened with an update from the Director, MG Aadland on the results of the recent Installation Management Board of Directors meeting in Carlisle, PA. Following the update the IMA Region Directors briefed on their respective garrison successes in providing installation services to customers as part of a Productivity Improvement Review (PIR) session. The conference also addressed the Single Agency Concept for the Headquarters and Regions, in an effort to improve operational objectives during the Transformation of Installation Manage-

Photo by Autumn Spadaro



Mr. Geoffrey Prosch, Acting ASA, I&E, pauses for moment during the Leadership Off-site conference (center) along with the IMA's Command Sergeants Major from Headquarters and seven Regional Offices.

ment (TIM). On February 26th, attendees met for a review of the President's Management Agenda, OSD and CSA guidance on "The Way Ahead" and a revalidation of the IMA Strategic Plan including a in-depth review of the Agency's vision, mission, and objectives. Champions were assigned to

follow up on the objectives discussed. That evening, Mr. Geoffrey Prosch, Acting ASA (I&E) addressed the attendees at a conference dinner. Among the topics Mr. Prosch highlighted were the Global War on Terrorism (GWOT), current funding, and people as the Army's best resource. (continues on page 4)

ENABLING SUCCESSFUL DELIVERY OF INSTALLATION SERVICES THROUGH COMMON LEVELS OF SUPPORT

The Common Levels of Support (CLS) program is well underway as we move into the mid-term of fiscal year 2004. The CLS program will be the new method for equitably distributing resources among the Army's installations in the near future. Soldiers, civilians and family

members deserve consistent, high quality programs and services at every installation during their Army career. The CLS initiative is designed to provide them with a level of consistency and predictability that will improve morale, enhance mission readiness, recruitment and retention. The CLS program is being devel-

oped by a series of Service Analysis Teams (SATs). The SATs consist of Army stakeholders and customers from the installation, region, MACOM, and headquarters. These teams are identifying, prioritizing, and determining the % of cost to operate the Service Support Programs or SSPs (continues on page 4)

Headquarters Installation
Management Agency

Director:
MG Anders B. Aadland

Deputy Director:
Mr. Philip E. Sakowitz

Deputy Director (RM):
Mr. John Miller

Chief of Staff:
COL Steve Wilberger

Command Sgt Major:
CSM Debra Strickland

*Newsline is produced by
the HQ-IMA Plans Division -
Strategic Communications:*

Division Chief:
Mr. Stanley Shelton

Deputy:
Mr. Dave Abdelnour

Strategic Communications:

Team Leader
Ms. Karan Foutch

Staff:
Mr. Robert Alton
Mrs. Donna Bernard
Mrs. Jan McKittrick
Mrs. Carolyn Spiro
Mr. Donald Whitcher

*Newsline is a bi-monthly
publication available online
at www.ima.army.mil.
For information on articles
contained within please
contact the POC provided
along with each article. If
you would like to submit an
article or share your ideas,
please email your text to:
robert.alton@hqda.army.mil*

A MESSAGE FROM THE DIRECTOR

I welcome each of you to this latest edition of the Installation Management Agency newsletter. Several key events have occurred since the publication of the last newsletter. Foremost among them is the continuing support the Installation Management Agency has provided to the ongoing rotation of forces for Operation Iraqi Freedom II and Operation Enduring Freedom V. As General Richard Myers, Chairman, Joint Chiefs of Staff, said on 9 December 2003, "In the next four months, we are going to pull off a logistics feat that will rival any in history, I think, as we move a major part of the Army."

That movement has largely been completed now, and a large part of the successful execution is due to the support, dedication and professionalism of garrison staffs at the Army's power projection and power support platforms.

Two other events of note are February's meeting of the Installation Management Board of Directors (IMBOD) and an IMA Leadership Offsite conference. Both events provided valuable information and insight into how IMA is contributing to the Army and in charting the organization's way ahead.



The IMBOD is a forum for the Army's senior leadership – Vice Chief of Staff of the Army, Assistant Secretary of the Army for Installations and Environment, Assistant Secretary of the Army for Manpower and Reserve Affairs, MACOM commanders, Sergeant Major of the Army, and U.S. Army Reserve and Army National Guard directors – to provide an external look at IMA from a total Army perspective. IMBOD members openly discussed IMA's first-year performance and delivery of services, as compared to the Army's initial objectives for IMA, and suggested changes for the future to better meet the Army's needs.

The IMA Leadership Offsite took place after the IMBOD, and brought together IMA

leaders from the headquarters and regions to discuss IMA direction and initiatives. The timing of the offsite enabled the IMA leadership to follow up on the results of the IMBOD and focus on the perspectives of the Army's leadership as it sets the way ahead to full operating capability. Through aggressive pursuit of common standards, base support resources, and new efficiencies in installation management, IMA will continue to make significant strides in the stewardship of our installations, better enabling them to meet the needs of Soldiers, civilians and families.

We in IMA are excited about our role in the Army's focus area, "Installations as Flagships," which underscores the criticality of our installations in the Army's readiness and well-being of its people.

With IMA now well into its second year, it is clear that the agency is a vital component of the Army team, maturing and evolving toward the corporate management capability and efficiencies envisioned by the Army leadership when the Transformation of Installation Management initiative was begun. This great team will not let the Army down.

AN UPDATE ON COMMON LEVELS OF SUPPORT - SERVICE ANALYSIS TEAMS (SATS)

Recently another round of Service Analysis Teams (SATs) developing the Common Levels of Support met in March at the Mark Center-Hilton Hotel in Alexandria, VA. The sessions included Engineering and Safety on March 8-12, and JAG, EEO, and Review/Inspections on March 15-19.

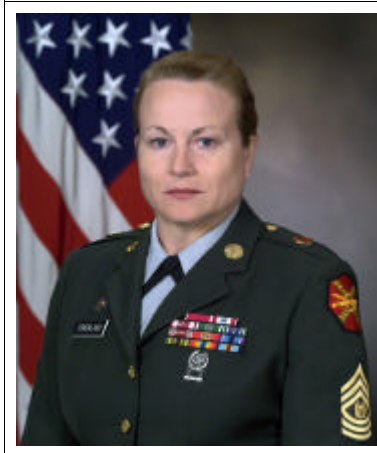
The SAT committees defined the data and information that will be used to construct CLS. The participants, whom were from the installation, region, MACOM and headquarters, worked successfully to identify and prioritize the CLS Service Support Programs (SSPs), performance metrics,

and in identifying the percent of costs of each SSP unit from the overall Army Baseline Standards (ABS). A large part of the success is attributed to the cross-section of experience and high level of participation from the team members. "The group members equally participated (continues next page)

FROM THE DESK OF THE COMMAND SERGEANT MAJOR

The past several months have been a busy time for us all. On a round of mobilization sites, I visited Ft. Sill in November and Ft. Benning in December. Our Garrison Support Units have their hands full and they remark often that the support of IMA garrison has made it possible to be successful. This is quite different than some impressions left by the national media, so keep up the great work. In mid-December, the quarterly Borrowed Military Manpower (BMM) brief was provided to the Sergeant Major of the Army. It has been a consuming effort by our Human Resources Division to capture the total number of soldiers who are assisting in BASOPS and are not working their military duties.

The IMBOD met on 9 February, this was a topic, and as in the past, I ask that the garrison CSMs make it one of many principal responsibilities to manage the use of soldiers serving outside their units, in duties that support the garrison mission. It was clear that CSM Parker at Ft. Sill was engaged and could name each soldier within his footprint and I real-



ize that others use many management techniques to keep up with BMM. SMA Preston is equally concerned about their use and cautions that we not be responsible for increasing soldier use because we desire to extend BASOPS services. Working with the Senior Mission Commander and meeting the needs of the installation is our goal. The Equal Opportunity O&O plan has been validated, and while it may not answer all your questions and concerns, it is a good start, with a chance to review later.

We are engaged with the impact that Total Army Analysis - 11 will have on IMA struc-

ture, and our leadership is working hard to minimize the loss of military from our organization. This will change the way the Soldier/NCO of the Year Programs look within IMA, more to follow on this, though plans right now are for a selection this year.

The Director sent out training guidance on the first of January, and during our visit to Aberdeen Proving Grounds last week, one of the first questions during the garrison brief was how familiar the staff was with this guidance. Part of the package was a template for a quarterly training brief and the expectation that it may include topics of special interest to the senior mission command as well as the garrison. Please review and be familiar with its contents. At the conclusion of the second Installation Management Board of Directors, the Director believed there was positive feedback from the members on IMA's first year, guidance and goals provided from the VCSA.

If you have plans to submit an extension past MRD in the garrison position, then ensure

you route them through appropriate channels, which would be through regions to IMA HQ. At the headquarters office, SGM Picerno is available to address any questions you may have and will assist with the processing of your request.

We now have a new SGM in our chaplain's office. SGM Swingler joined us in January and works on special staff with COL Bradfield. As we all must, some go out and MSG Jaskolka in retention has joined the ranks of the retired. He was great in the initial standup of the agency, doing more than retention until the HR SGM was on board. We owe him many thanks.

I hope you've had a chance to see the region CSMs on a regular basis, as we all have challenges with the demands that travel can place upon you. There are still many garrison destinations on my travel agenda, Ft. Polk the most recent, and I look forward to visiting with you soon.

My regards, CSM S.

(SATs continued)
in providing input and the facilitator did an excellent job in ensuring people had an opportunity to speak," said Mr. John Manning—U.S. Army Soldier System Support Center, MA. Many of the attendees expressed a greater understanding of the CLS concept, enabling them to return to their respective installation, region and MACOM office, to share the concept and outcome with others. Emanuel Irvin of the Southeast Region, and Chairperson of the Safety SAT, commented; "This was a great

start for a new way of doing business. I'm walking away with more fidelity on the process itself." A key element in the Engineering SAT was representation from the Army Reserve. "We were able to find commonalities & differences so that we can better understand how best to resource for the optimal mission accomplishment," remarked Doug Jones, IMA Army Reserve Detachment, Atlanta. The remaining CLS - SATs will be completed in April & May 2004.

Photo by Robert Alton



Mr. Steve Keefer (left) SAT Project Mgr. and Mr. Siddarth Ohri (center) SAT Facilitator (of Grant Thornton, LLP) discuss Safety issues with Mr. Emanuel Irvin, Chairperson of the Safety SAT and representing the IMA Southeast Region Office.

IMA VISION

The preeminent agency in the Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to the People, Readiness and Transformation of an expeditionary force.



Photo by SGT Nicholas Miinecci

COMMON LEVELS OF SUPPORT

(continued from page 1)

which will ultimately make up the CLS model. The SSPs are individual units of the larger Army Baseline Services (ABS) as approved by the Dept. of Army. When funding is not available at 100% of a baseline service, the option arises to fund only the priority SSPs and not fund the lower end of the spectrum. This ensures that "what we do, we will do well!"

The SAT sessions that have concluded to date include IT, Conservation, Compliance, Maintenance, Safety, Equal Employment Opportunity, Fire/Emergency, Recreation, and Engineering. These ses-

sions have provided a tremendous amount of information and detail to build the CLS program. The remaining SAT sessions will be conducted later in April and May and include Supply, Command Services, ACS, Food/Laundry, Education, PAO/Religious support, Substance Abuse and Military Personnel. We appreciate everyone's hard work in identifying the participants for the SATs and look forward to the continued success of this endeavor. The information from the Service Analysis Teams, along with information that identifies differences among installations, is being used in the development of an automated

CLS decision support tool. This tool will assist IMA leadership in making decisions about what Service Support Programs to fund within each service. These funding decisions will also be made in conjunction with funding needs required to support budget guidance and strategic initiatives. The final results from the SAT sessions will be published later this year.

POC: Mr. Ron Knowles
ron.knowles@hqda.army.mil

AIRFIELD OPERATIONS

We all know that IMA is a very diverse agency, not only in terms of distance, but also in functions performed. As we are all busy with our own jobs, we sometimes do not have the opportunity to be involved with other functions and branches. This is a very exciting time for Airfield Operations. It is the first time in the Army that airfields are centrally managed by a single agency responsible for operational functions such as safety, operations, Air Traffic

Control and maintenance, as well as staff administrative support and sustainment. We are now in the process of transferring airfield management to IMA by drawing resources from various MACOMs. These resources include people, money, and sophisticated support equipment. In concert with Resource Management and Human Resource personnel, the IMA Safety Officer, all Regional Airfield Operations Officers, the HQ Airfield Opera-

tions staff are developing and implementing an integrated plan to safely, effectively and efficiently manage IMA airfields, worldwide. For additional information, refer to the IMA Airfield Operations Site on AKO.

POC:
Mr. Thomas Habitzreuther
thomas.habitzreuther@hqda.army.mil

LEADERSHIP OFFSITE

(continued from page 1)

The conference concluded with a consensus from the regions on the need for increased communications from Headquarters, including the use of monthly video teleconferences, additional communication plans for upcoming initiatives, and the establishment of the IMA as an

Army Command. The IMA Senior Leaders will meet again in the Fall, 2004. Briefing charts from the Leadership Offsite are available on the internet through Army Knowledge Online.

Photo by Autumn Spadaro



CSM Jeffrey Michels, NW Region poses a question during the Strategic Plan session of the conference.

CONTRACTING WITH SERVICE-DISABLED VETERAN OWNED SMALL BUSINESSES (SDVOBs)



During the procurement process, Garrison Commanders and their supporting Directors of Contracting (DOC), as well as region directors and their supporting Army Contracting Agency regional contracting centers, should be asking themselves the question, "Is this contract going to a Service-Disabled Veteran Owned Small Business, and if not, why not?" Why? Two reasons.

First, it is the right thing to do. Second, because the Veterans Benefits Act of 2003 (P. L. 108-183, signed by the President on December 16, 2003), requires every federal agency to attempt to spend at least 3% of its contracting budget with SDVOBs. During Fiscal Year 2003, less than 0.5% of IMA's contracting dollars went to SDVOBs. Clearly, we can do better. Although indications are that it will be approximately six months before the Office of Federal Procurement Policy and/or the Office of Defense Procurement publishes implementing

FAR/DFAR provisions, there is no reason to wait for the bureaucracy to catch up before starting our planning. Let's get prospective firms identified, ensure our supporting DOCs have their contact information, and provide any available guidance or other information they may need to get ready to receive contracts as soon as the DOCs are in a position to solicit and award them.

POC: Mr. Kevin Mahoney
kevin.mahoney@hqda.army.mil

IMA MISSION

Provide equitable, efficient and effective management of Army installations worldwide to:

- *Support readiness, mission execution, and transformation of an expeditionary force*
- *Enable the well-being of Soldiers, civilians and family members*
- *Improve the infrastructure*
- *Preserve the environment*



Photo by SSG Charles Johnson

IMA LOGISTICS AUTOMATION

An IMA Logistics Systems Architecture Work Group (LSAWG) is studying the capabilities of existing logistics automation systems in order to recommend whether to join either one or both enterprise resource planning (ERP) efforts currently underway, or to initiate its own ERP. The Global Combat Support System-Army (GCSS-A) replaces existing tactical logistics automation systems, with most fieldings taking place First

Quarter, Fiscal Year 2007.

IMA is greatly affected since most of its installations use a tactical logistics system. Furthermore, IMA cannot improve the existing systems because there has been a moratorium on system upgrades since 1998. IMA will participate in the Global Combat Support Systems blueprinting in Third Quarter, Fiscal Year 2004. The Logistics Modernization Program (LMP) replaces the wholesale logis-

tics automation systems, to include the ones found at the former AMC installations; but LMP does not fulfill most installation logistics requirements. The IMA LSAWG has submitted a preliminary list of requirements to the Lead AMC Integration Support Office.

POC: Mr. Robert McKeever
robert.mckeever@hqda.army.mil

HQDA EQUAL EMPLOYMENT OPPORTUNITY PROGRAM EVALUATIONS

As a part of the Army's ongoing effort for evaluating the Equal Employment Opportunity Program, the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA (M&RA) Equal Employment Opportunity and Civil Rights Office (EEO/CR) will conduct EEO program evaluations at four IMA Installations during FY 04. On-site

evaluations are planned for the Northeast, Northwest, and Southwest regions (Fort Myer, Fort Meade, Fort Sam Houston, and Rock Island Arsenal). The on-site evaluations are consistent with agency program evaluation requirements set by the Equal Employment Opportunity Commission. The purpose is to assess EEO program man-

agement and to promote best practices. HQDA requests IMA representation during the evaluation period, with emphasis placed on the Exit Brief to the Garrison Commanders. Cooperation in this effort is key to the success of the EEO mission as we transition to a new operational environment.

POC: Kim Davis
kim.davis@hqda.army.mil

SUCCESS STORIES FROM 34TH ASG, KOREA

QUALITY CONTROLS IMPLEMENTED AT DPW

The 34th Area Support Group/Area II, DPW recently implemented a new quality control system for service orders. After the completion of a service order, each soldier/family member is individually contacted to ascertain the customer's perception of work quality and evaluate the effectiveness of interaction between the DPW work crew and soldier/family member. The system guarantees 100% of customers are contacted. Based on feedback from this new call-back system, the DPW has changed numerous procedures, from customer service training for the work crews to the method of scheduling appointments. A family member stated "it was great...it felt like they (DPW) actually cared about us and wanted to improve their service; I felt that my input was valuable".

Customer satisfaction rates have increased and repeat calls have decreased. It has been a helpful system; both from the DPW perspective in providing feedback that is helpful in directing training and procedures, and also from the soldier/family mem-

ber's perspective, in that we engage them in the quality assurance process. The DPW customer call-back system directly contributes to one of 34th Area Support Group/Area II's strategic objectives of improving customer service and relations.



ENERGY EFFICIENT HVAC SYSTEMS PARTNERSHIP

The 34th Area Support Group/Area II Korea was recently faced with a dilemma; numerous facilities were designed for renovation but the working estimate was beyond the programmed amount (PA) allocated for the project. As a result, the entire project was in jeopardy. The project was scaled back considerably, but still not within the PA. Necessity being the mother of invention resulted in DPW partnering with the Department of

Energy (DOE) to use one of their existing contract mechanisms for the inclusion of a geothermal heating/cooling system. The DOE contract was an energy saving initiative and contracted for a geothermal HVAC system. The unique aspect of this initiative was that it did not require any up-front costs and the installation only had to pay based on savings received through the new energy saving system. The DPW was then able to back out the HVAC system from the original design and partner with DOE for the inclusion of this geothermal system. This enabled awarding the project under the allocated PA. It was a win-win situation, awarding the original project and including a "state of art" HVAC system.

Implementing the alternative HVAC system was possible due to the command's commitment to use partnering to achieve efficiencies and continuous improvement.

POC: Mr. John Di Genio
digenioj@usfk.korea.army.mil

Photo by SPC Tara Sherlock



Vice President, Dick Cheney wearing an IMA logo'd jacket at a recent address with the troops at the 22nd ASG (SETAF) Italy.

MWR EXCHANGING IDEAS AT JOINT SERVICES CONFERENCE

In an effort to enhance operations and increase the generation of good ideas, Morale, Welfare and Recreation (MWR) recently held a DoD joint services conference in New York City, on January 14-18, 2004. The conference consisted of the Information, Travel & Tickets (ITT) or at few installations referred to as Information, Travel and Rec-

reation (ITR) and Marketing departments from the Army, Navy, Air Force and Marines. The focus of the conference was on best practices in making business decisions, break-even analysis, generating new and marketable ideas, implementing Operation Excellence customer care techniques, and use of the RecTrac software program.

The proximity of multiple services in one conference provided an opportunity to interact and network with other military branches, garnering some unique concepts developed by personnel in the field, from around the world.

For the latest news and events from MWR, check out www.armymwr.com.

SPECIAL UPDATE: Colonel-Level Garrison Command Management Program (CLGCM)

In June 2003, the Director IMA requested a change of the 2+1 optional year garrison command tour, to a 3-1 year program based on the garrison command responsibilities to enforce programs that support mission readiness, enable well-being of Soldiers, civilians, family members, improve infrastructure and preserve the environment. On March 25th 2004, the Army G1 approved the proposed change, effective for officers selected in FY06.

Under the 2+1 program, commanders were required to submit for the third-year within four months of assuming command. This allowed little time for preparation prior to sending the recommendation to the Human Resource Command (HRC) in order to meet the colonel-level Command Selection List (CSL).

The 3-1 year CLGCM will automatically program a garrison commander for a three-year tour. The three year tour will allow commanders to gain valuable knowledge in the garrison command business. Commanders exercising the minus-one option must do so at approximately the 10-month point to allow for activation of the CSL alternate command list. Army Human Resources Command will publish a MILPER message announcing the window for commanders to apply for the 1-year reduction. This change will not affect those commanders currently serving and those selected to command in FY05.

POC: Luis R. Diaz
Luis.r.diaz@hqda.army.mil

FORT MONMOUTH RECEIVES AWARD FOR COST SAVING INITIATIVE

At the recent IMA Leadership Offsite Conference held at Fort Monmouth on February 25-27, the garrison was recognized by MG Aadland for its contribution in adapting Productivity Improvement Review (PIR) when the garrison established an innovative contract between the installation Self Service Supply Center and the Office Depot Corporation.

Outsourcing of this program to Office Depot streamlined garrison logistical support while at the same time delivering the service at an annual savings of \$200K to the installation. Those recognized at the conference were Mr. Charlie Mongano, Chief Supply Services Division (DOL) and Mr. Jeffery Zeichner, Administrative Contracting Officer (ACA). The Deputy Garrison Commander of Fort Monmouth, Mr. George Fitzmaier was also on-hand to help present the awards.

Photo by Autumn Spadaro



The Director of IMA, MG Anders B. Aadland (left) and Fort Monmouth Deputy Garrison Commander Mr. George Fitzmaier (far right) present garrison employees Charlie Mongano (2nd from left) and Jeffery Zeichner (3rd from left) each with a certificate of recognition and an IMA coin.

EUROPE REGION SENDS FIRST ARMY LOCAL NATIONAL TO PRESTIGIOUS HARVARD PROGRAM

HEIDELBERG, GE – Mr. Fred Lang, Human Resources Chief for HQs Installation Management Agency-Europe, will be the first Army local national employee and the first IMA employee to attend the John F. Kennedy School of Government, Senior Executive Fellows Program at Harvard, March 28-April 23, 2004. This outstanding four-week program for senior level officials at the GS-14/15 level and their military, private sector and international counterparts, focuses on key elements of leadership to include problem-solving, nego-

tiations, persuasion and strategic analysis. Lang was nominated and selected based on the initiative, sound judgment and management skills he has displayed throughout an extensive career in the personnel arena. His capabilities were especially critical during the creation of the IMA Europe Region, in smoothly transitioning personnel from former positions with USAER to the new organization. Lang himself served for some 10 years in U.S. Army, Europe as the Command Senior Labor Advisor to the Commanding Gen-

eral. In this capacity, he provided the command leadership advice and guidance on all matters pertaining to the employment of foreign nationals in four European countries. In total, Lang has served with the US Army in Europe since 1976 in various personnel positions. He was one of the first host nation employees to attend the US Army Management Staff College in 2002 and has successfully completed the Sustaining Base Leadership and Management Program.

STATUS OF ORGANIZATION & OPERATIONS PLANS

Currently, there are three Organization & Operations (O&O) plans remaining to be validated. They are: Records Management (HR), Garrison Support for Operational Testing (OPS) and Well-Being (HR). There are six previously validated O&Os with issues and revisions that are also being developed. They are: Military

Personnel Manning (HR), Military Personnel Services (HR), Contracting and Acquisition (PLANS), Law Enforcement/Physical Security/Antiterrorism (OPS) Installation Security Support (OPS) and Religious Support Operations (Chaplain). The Training and Mission Support Branch maintains the current or vali-

dated O&Os, therefore, if you have questions concerning these pending O&Os, please direct them to the organizational proponents listed after each. This status report will be updated as changes occur.

POC: Mr. Jim Moore
jimmy.moore@hqda.army.mil

CAMP RED CLOUD SAVES \$600,000 ON BASE PROJECTS

CAMP RED CLOUD, South Korea — The outgoing garrison commander here is touting efficiency reforms that have saved some \$600,000 on various projects, and he's trying to get his eventual replacement up to speed on the program.

Lt. Col. Brian Vines, who will leave Camp Red Cloud in July, used his final "State of the Garrison" address two weeks ago to highlight how the base saves money through streamlined operations. That extra money, he said, can be used on quality-of-life projects at the base.

"That money stays right in the organization. It becomes discretionary income to invest in the needs of the garrison," Vines said in an Army news release after the address. "I want to posture our garrison for the future. The term I use is elasticity. We're not just going to stretch in one direction and fix the past, we're going to stretch in both directions and posture for the future."

As commander of the Camp Red Cloud Garrison, Vines oversees Red Cloud and 10 other installations, mostly small posts in Uijongbu. Vines detailed a series of measures that have saved the money, pointing to a training program called Six Sigma as part of the reason for success.

Six Sigma is a corporate management system focusing on productivity and increased efficiency.

Base leaders took a seminar in November, and Red Cloud supervisors and employees started the training last month.

One example was buying a \$260 fitting that allows fuel to be pumped directly from a vendor's delivery truck to a holding tank on base. Previously, the delivery truck could pump the fuel only into an interim fuel truck, which would then pump it into the holding tank.

The new fitting, Vines said, eliminates roughly 50 cents per gallon in fuel delivery costs.

Vines has been working with the incoming Red Cloud commander on a number of goals, he said. They include:

- Reducing the custodial contract by 20 percent across the garrison.
 - Reducing overtime by 30 percent.
 - Reducing temporary duty costs.
 - Reducing borrowed military manpower by 50 percent.
- Officials also have unveiled a large signboard, decorated with a thermometer, to track the amount of money saved on projects across the garrison.

"Camp Red Cloud saves \$600,000 on base projects." Published in the Pacific Stars and Stripes on February 9, 2004. Reprinted with permission from the Stars and Stripes a DoD publication. © 2004 Stars and Stripes.

U.S. Army Installation Management Agency
2511 Jefferson Davis Highway
Arlington, VA 22202-3926

Do you have something you would like to submit for the next issue of Newsline? Please email articles to:

robert.alton@hqda.army.mil
Attn: Robert H. Alton
Phone: 703-602-5469
Fax: 703-602-1727

We're on the Web!
www.IMA.Army.mil



U.S. Army Installation
Management Agency